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ANNEX C

COMMUNITY INFORMATION SYSTEMS OFFICE

(CISO)

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ANNEX C

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ANNEX C

COMMUNITY INFORMATION SYSTEMS OFFICE
(CISO)

I. DISCUSSION

1.1 (U) A New Office. The DCI is now in the process of establishing a Community Information Systems Office (CISO). A new Director of the Office has been secured and staffing of the Office has already begun on a limited scale. This Office will be an independent part of the Resource Management Staff. The Director, CISO, will be only two steps removed from the DCI and will be the "senior ADP official" in the Intelligence Community. Accordingly, this function is assured of high visibility and the continuing attention of the top level of Community management.

1.2 (U) Authority. The source of continuing authority for this Office to serve as a centralized mechanism both for planning and evaluation and for the overview and guidance of the operation of the Community's information handling assets lies in the DCI's authority to exercise effective controls over the programming and budgeting for the total resources of the Community as provided in Executive Order 12036.

1.3 (U) Staffing. The further manning of this Office will be accomplished in two ways. First, staff members will be provided from the Table of Organization (T/O) of what has heretofore been called the Intelligence Community Staff. Second, an augmentation of staffing can be achieved by the assignment of indivduals from Community organizations based on collaborative arrangements worked out with heads of those organizations.

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1.4 (U) Mission. As with the other components within the Deputy of Resource Management, the Community Information Systems Office is a mechanism to inform top levels of management of short and longer-range problems within its area of expertise and the alternatives for their solution. The Office will not operate systems. It will carry out planning for the total Community Information Handling System (CIHS). This is the overall term adopted to embrace the total of all of the assets, people and resources that involve information handling.(*) The Office will develop and use a management information system describing those assets, their uses, their characteristics, and measurements of their effectiveness. The Office will deal with telecommunications planning and with R&D planning for Community collaboration in exploiting technology. It will foster and promote the development and secure the adoption of a variety of technical standards and protocols involving ADP hardware, software, data bases and intelligence outputs, and computer security, and it will interrelate with government-wide standards programs. CISO will support

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(*) - Information Handling, as defined in Annex D, means performing manual and automated tasks on data and information relating to any aspect of the conduct and management of intelligence work. Information handling may occur in connection with the collection, processing, production, dissemination, communication, presentation and use of all forms of intelligence materials and outputs. Information handling involves activities to transform, manipulate, index, code, categorize, store, select, retrieve, associate or display intelligence materials as an aid to intelligence analysis, operations or management. Information handling may involve the use of printing, photographic, computer or communications equipment, systems or networks. It includes software programs to operate computers and to process data. It includes information contained in reports, files, data bases, reference services and libraries.

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the Office of Program and Budget Development by identifying and analyzing current issues in program/budget review activities. It will present its evaluations of alternative courses of action in these cases to the DCI, for his consideration and decision. Based on such decisions, the Office will provide official guidance, conduct approved technical coordination activities, and on a continuing basis monitor the performance of the information handling systems and assets on which the Community depends to accomplish its substantive tasks. Most importantly, beginning with the current budget cycle, this Office will analyse and evaluate all substantial new initiatives involving information handling systems included in the NFIP, both as to their immediate and long-range requirements for funding. The Office will participate in the program and budget formulation process as required to insure that Community information handling decisions are based on resource requests that are technically sound, precise, and cost effective.

1.5 (U) Use of Consultants. In developing this report, consultants were utilized for specific tasks. One of these was to present a recommended staffing level and plan of organization for the CISO. The details of the recommended organizational plan, which was designed to fully implement all of the important functions which could be reasonably assigned to this office, are set out on the succeeding section of this annex. Based upon the preliminary work of the new CISO Director and the two additions to the present staff, who are currently in the process of assuming their new duties, it is

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proposed, for the present and mid-term, that staffing levels committed to this Office should be marginally lower than the consultant has suggested. However, staffing levels required for the full implementation of the planned development of this Office might be revised as required based upon actual experience in implementing the functions of the Office. The lower level of staffing contemplated in the immediate future will necessarily imply a somewhat different internal organizational structure than that set forth in the consultant's recommended actions. As the staffing of this Office proceeds and its actual organization is developed, such reports as may be required by the Committee in such form as they may be requested will be provided.

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II. CONSULTANT'S RECOMMENDED ORGANIZATION FOR THE CISO

2.1 (U) Recommended Organization. The internal organization proposed by contractors for the CISO is as follows:

Figure C-1

COMMUNITY INFORMATION SYSTEMS OFFICE
(CISO)

COMMUNITY PLANNING DIVISION

- Community Planning Branch
- Community Inventory Analysis Branch

INFORMATION SYSTEMS ANALYSIS DIVISION

- Collection/Processing Systems Branch
- Production/Presentation Systems Branch
- Budget Program Issue Analysis Branch

TECHNICAL STANDARDS DIVISION

- Equipment Standards Branch
- Data and Output Standards Branch
- Security/Privacy Standards Branch

CISO MANAGEMENT DIVISION

- CISO Support Branch
- IHC Secretariat

2.2 (U) DCI Intelligence Information Handling Committee (IHC). This organizational arrangements provides for the continuation of the DCI Intelligence Information Handling Committee (IHC) and its numerous working groups and components. A standing focal point that provides a stable, continuous working environment is an asset that can assist CISO. The DCI Committee structure offers opportunities for multi-agency participatory involvement in management. The arrangement in this case

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follows the pattern well established for other DCI committees, in which an operating component is paired with an interagency committee.

2.3 (U) Funding Support. The organizational plan assumes the continuing annual availability of a fairly sizeable level of funds for support from external contractors and consultants.

2.4 (U) Staffing. Estimates that are shown in the following table are to illustrate the planned growth of the Community Information Systems Office, and also to indicate the order of magnitude of commitment of personnel that will be required if the broad scope of DCI responsibilities, as called for by the Congress, is to be dealt with effectively. These estimates lead to steady-state levels that reflect either a "low" or a "high" intensity emphasis in directing and performing tasks on behalf of the Community. These levels can be impacted, also, by the extent to which certain responsibilities may be delegated to Community members by interagency agreement or may be contracted out. Table C-1 presents the staffing estimate for CISO.

2.5 (U) Organization Chart Detail. Statements of missions and functions and organizational diagrams are presented in Figures C-2 through C-11. As a result of further discussions with Community members and Congressional staffs, some further fine tuning of these materials may prove to be desirable.

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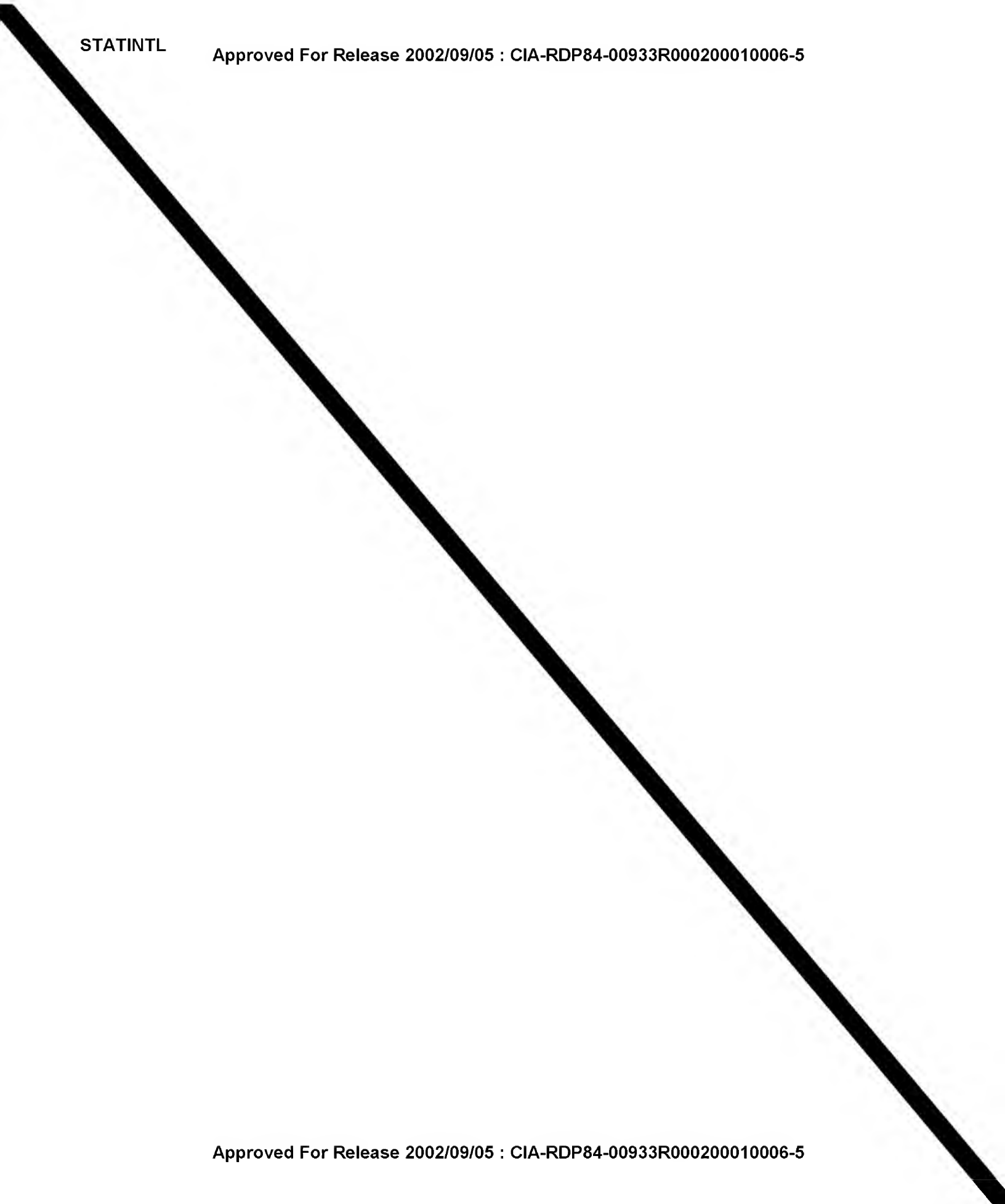

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Figure C-2

COMMUNITY INFORMATION SYSTEMS OFFICE
(CISO)

MISSION:

Task: To accomplish, in collaboration with Community members, fully coordinated planning, operation and management of a Community Information Handling System, the resources for which are within the National Foreign Intelligence Plan and the National Foreign Intelligence Budget.

Purpose: In order to create a coordinated and complementary family of information handling assets that will support the accomplishment of the missions of the Intelligence Community in a timely, reliable and cost/effective manner.

FUNCTIONS:

1. To establish a planning process; to prepare and maintain a master plan for the Community Information Handling System; and to guide and monitor the implementation of this plan and the continuing operations thereunder.

2. To design and establish a comprehensive management information system for the information handling assets included in the NFIP and its budget. This system will be maintained in order to provide an authoritative data base of factual and evaluative information to assist in the Community's planning, analysis and management of these resources.

3. To perform analyses and functional reviews of information systems, assets, capabilities and processes serving the Intelligence Community, in order to respond to managerial inquiries and external requests and to provide timely evaluations for Community-collaborative planning.

4. To promote the development and application within the Community Information Handling System of standards as may be appropriate in order to improve the capabilities of these assets to function in an interrelated manner with due regard for cost and effectiveness.

5. To support the DCI and the National Foreign Intelligence Board in carrying out program and budget managerial functions and responsibilities as required by Executive Order ..... .

6. To provide the Executive Secretariat and administrative support for the DCI Intelligence Information Handling Committee (IHC).

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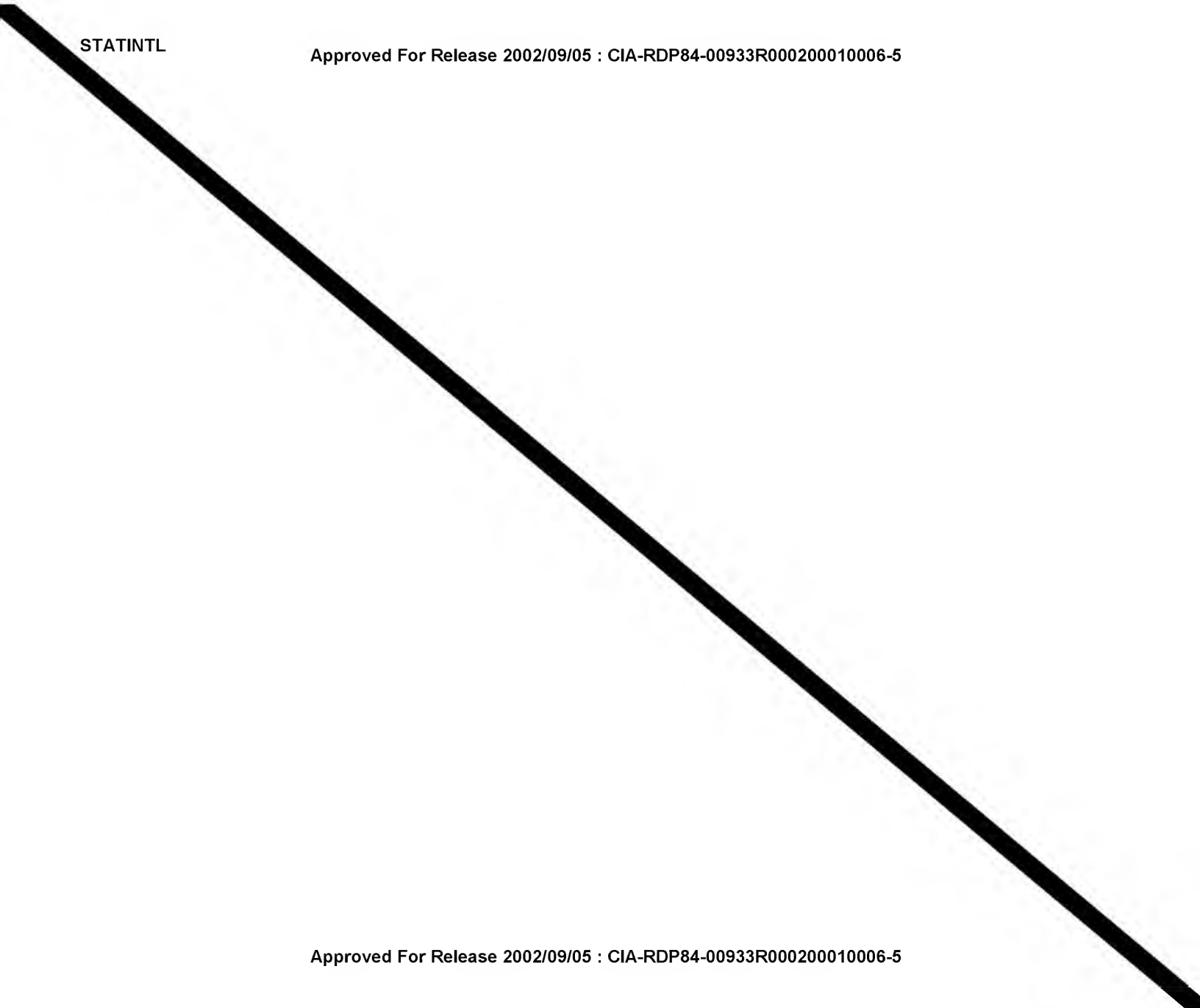

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Figure C-4

COMMUNITY PLANNING DIVISION

MISSION:

Task: To establish a planning system and a continuing planning process, and to prepare for the approval of the Intelligence Community's top management a comprehensive and authoritative overview, plan and inventory descriptive of the information handling systems, networks, data bases, and related assets serving the National Foreign Intelligence Community.

Purpose: In order to provide guidance for use by Community managers in the design, development, test and use of these assets; to assist in issue analysis and the evaluation of these assets in the program/budget cycle; and to promote the reorientation of these assets to an interrelated set of capabilities that can provide effective service to the Intelligence Community across institutional lines.

FUNCTIONS:

1. To establish a planning system and a continuing planning process for the information handling systems, networks, data bases, and related assets serving the National Foreign Intelligence Community.

2. To prepare and present to Intelligence Community management for official approval a mid-term (5 - 6 years) plan for these assets, and longer term planning projections coextensive with external user planning which requires support from information handling systems.

3. To keep the approved plan updated and current, in phase with its use in the program/budget annual cycle.

4. To design an authoritative, automated Inventory of these assets. To provide the capability for the Inventory be be displayed according to technological, institutional, programmatic, functional, and other pertinent characteristics. To include resources data, operational statistics, and other information suitable to construct economic, technical, and operational and managerial analyses. To serve as an authoritative reservoir of information suitable for use in response to Congressional, OMB, and other official inquiries. To include cross-walks to department and agency official program and budget documentation and resources tabulations (e.g., DOD/FYDP).

5. To provide an adequate capability to respond to inquiries on the Inventory.

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Figure C-5

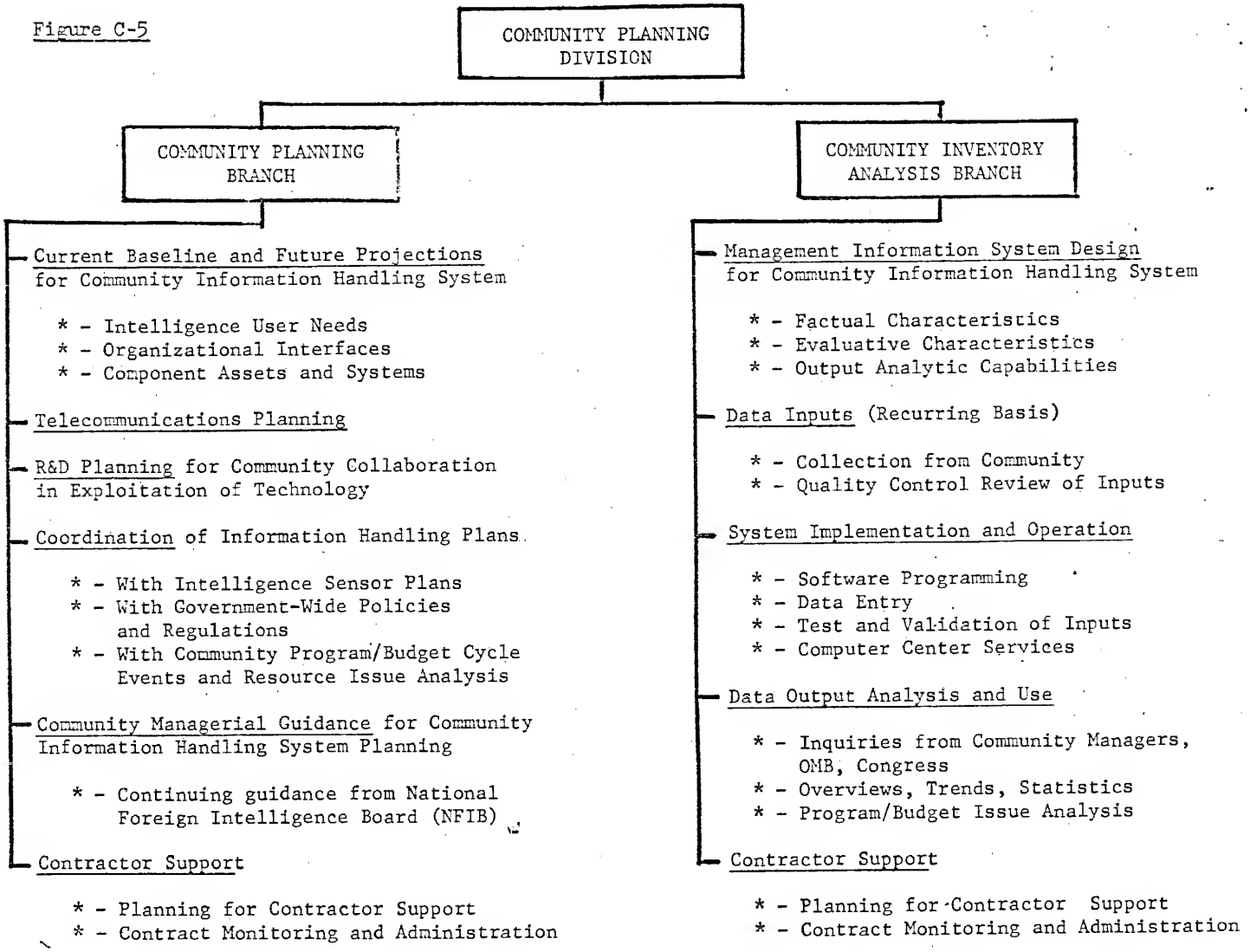

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Figure C-6

INFORMATION SYSTEMS
ANALYSIS DIVISION

MISSION:

Task: To analyze and report to the top management of the Intelligence Community on existing and proposed information handling and display systems, means and procedures whereby intelligence data and information are collected, processed, analyzed, communicated and presented as intelligence end products. (Includes equipment, networks and data bases.)

Purpose: (a) In order to highlight to top management of the Intelligence Community opportunities for improved cost/effectiveness and interagency collaboration in the design, development, testing, installation and operation of the foregoing assets; and

(b) In order to improve the process and the results of program/budget review with respect to these assets.

FUNCTIONS:

1. To carry out systematic analyses of information handling and display systems, means and procedures used by the Intelligence Community as they relate to the following: (a) the major intelligence functions of Collection, Processing and Production, and the distribution and presentation of intelligence end products; (b) the major sensors used for intelligence collection; (c) major intelligence data bases; (d) user needs; and (e) the approved plans of the Community.

2. To analyze and report on opportunities for improvements in cost/effectiveness and interagency collaboration in the design, development, testing, installation and operation of the foregoing assets.

3. To participate in identification of user needs and system concepts, and to give guidance for and monitor the design, development and test of common systems to serve the Community.

4. Through the foregoing activities, to improve the processes and the quality and results of Community planning and program/budget review. To participate in these reviews relating to the CIHS.

5. To be responsive in timely fashion to specific issues raised in the course of program/budget review that involve information handling and display systems, means and procedures, their costs, effectiveness, and the evaluation of alternatives.

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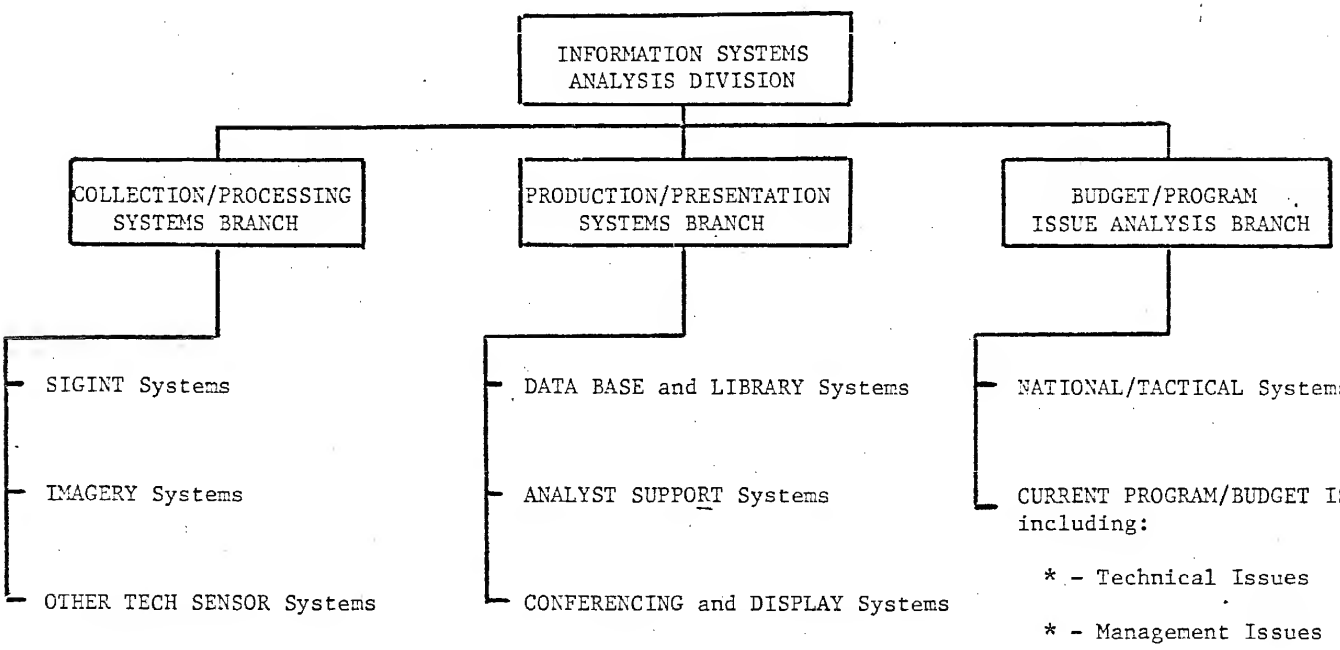
Figure C-7



Related Activities:

* - Note dependence for systems analysis on a Community-wide Inventory (to be prepared and made available by CISO Planning Division.)

* - CONTEXT/DISCON Conferencing and Display System Design and Test

* - Imagery Transmission System-Washington (ITS-W) Direction

* - See other columns for note on Inventory: particular reference here to data bases.

* - IHC Library Facilities Working Group

* - IHC SAFE/ADISS Working Group

* - Note dependence for issue analysis on a Community-wide Inventory (to be prepared and made available by CISO Planning Division.)

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Figure C-8

TECHNICAL STANDARDS DIVISION

MISSION: To develop and carry out a standards program for the Intelligence Community.

FUNCTIONS:

1. To identify and analyze cases in the Intelligence Community where standards may be beneficial.

2. To analyze alternatives in terms of cost/effectiveness, and to recommend case solutions to top management of the Intelligence Community.

3. To develop, adopt and promulgate Intelligence Community standards, as authorized by top management of the Intelligence Community.

4. To monitor and report on the use of standards in the Intelligence Community.

5. To assist the CISO Community Planning Division in giving visibility to standards as a topic within the Intelligence Community's Inventory of systems, networks and data bases.

6. To collaborate and carry on liaison activities with other governmental and private organizations relating to standards.

AUTHORITY:

DCIC 1/15 now generally covers this subject, but it lacks adequate authority. This DCID should be revised and reissued by the DCI, with changes in its scope and with authority to compel compliance.

Since compliance can have sizeable cost implications, a case-by-case review and decision by top management is essential.

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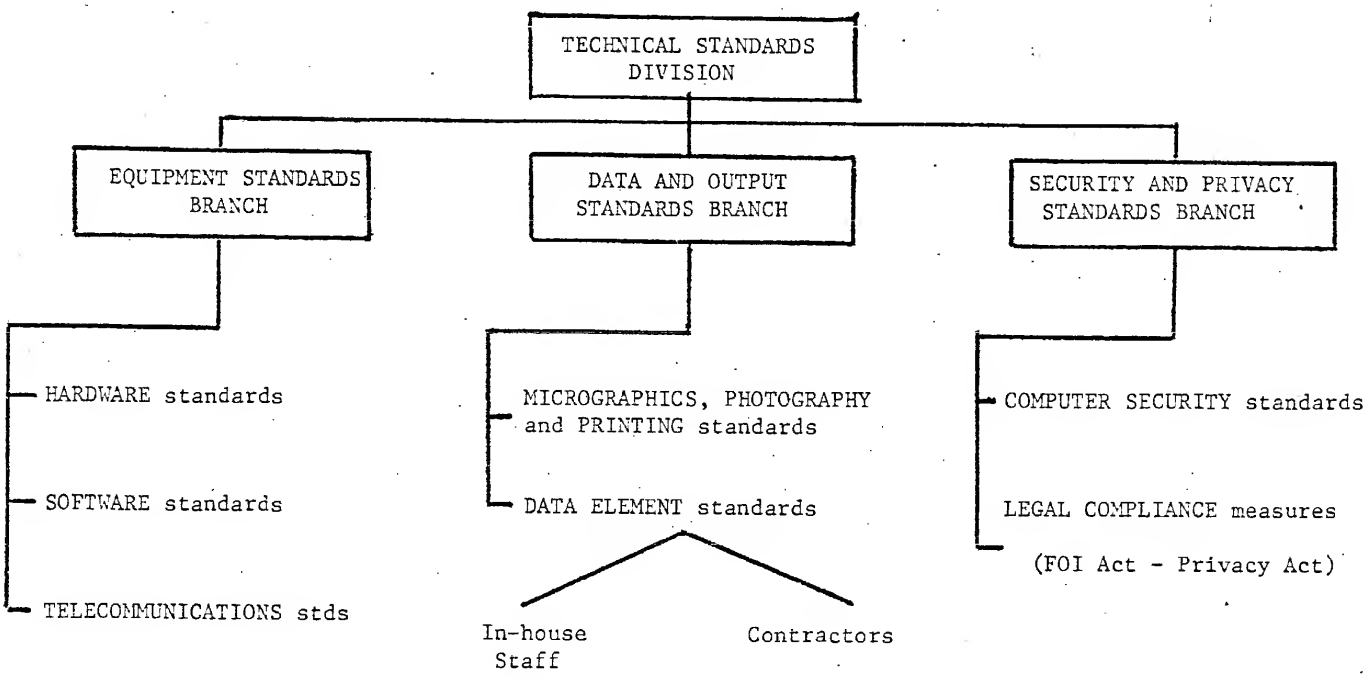
Figure C-9



Related Activities:

* - National Bureau of Standards

* - Industry Standards Organizations

* - IHC Data Standards Panel

* - IHC Micrographics Working Group

* - Industry Standards Organizations

* - Computer Security Subcommittee of DCI Security Committee

* - Government-wide groups (e.g.: OMB; NBS; GSA)

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Figure C-10

CISO MANAGEMENT DIVISION

MISSION: To provide the Executive Secretariat for the DCI Intelligence Information Handling Committee (IHC), and to organize and direct ad hoc working groups of the IHC. To provide support services for all components of the Community Information Systems Office (CISO).

FUNCTIONS:

1. To serve as the Executive Secretariat for the IHC.

2. To direct the initial organization and management of new or temporary ad hoc working groups of the IHC.

3. To prepare administrative and status reports on CISO activities as required by higher management.

4. To carry out internal administrative and support functions for CISO, including matters relating to personnel, finance and budget, logistics, communications and security.

5. To handle contract administrative matters on CISO external contracts, including monitoring the flow of funds and contractor reporting, and dealing with matters relating to security clearances for contractor personnel.

AUTHORITY:

The mission and functions above are not inconsistent with any existing DCID. No additional express authority statement by the DCI is required.

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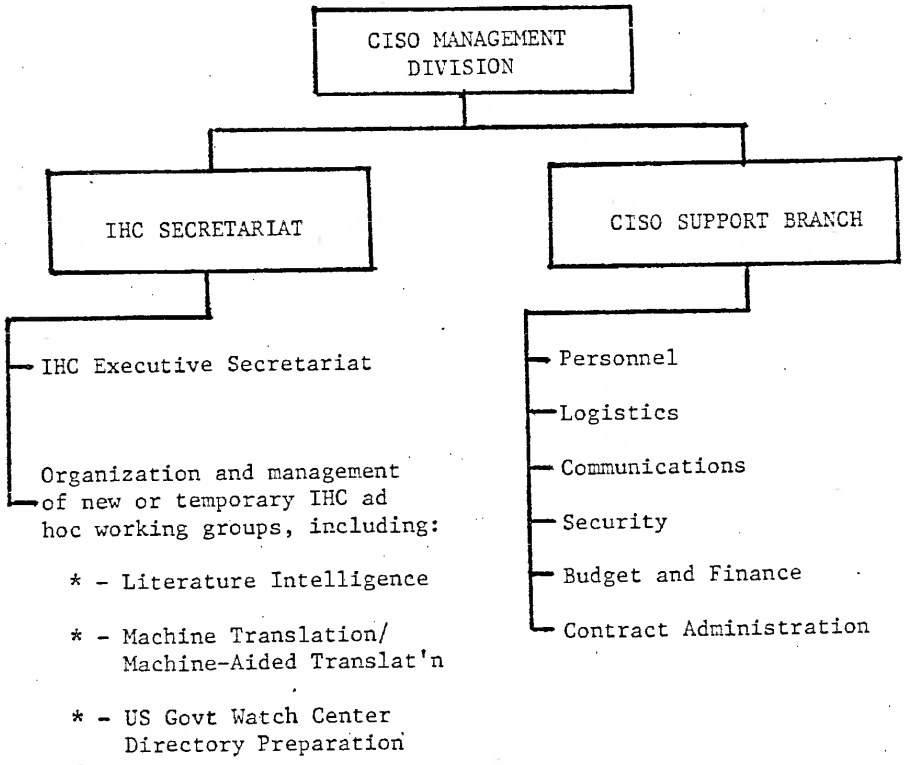
Figure C-11



Related Activities:

* - Watch Center Chiefs Seminar Program

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